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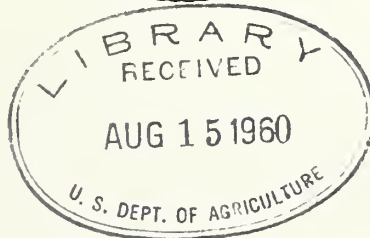
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# UNITED STATES DEPARTMENT OF AGRICULTURE

## DEFENSE MOBILIZATION PLANNING TO ASSURE CONTINUITY OF ESSENTIAL FUNCTIONS IN EVENT OF CIVIL DEFENSE EMERGENCY



JUNE 1960



FOREWORD

This document is for the administrative use of USDA agencies, and involves general assignment of responsibilities for emergency planning activities. It explains, in broad terms, the organizational measures and assignments essential to meet food needs and other agricultural requirements of our Nation in a time of national crisis.

The National Plan for Civil Defense and Defense Mobilization, promulgated by the President, assigns general responsibilities to the Director of the Office of Civil and Defense Mobilization. In the execution of the Plan, other Federal agencies are called upon to plan, prepare, and undertake appropriate action.

In addition to its continuing essential functions, specific delegations of authority made to the Department include responsibility for:

- (1) the production, processing, storage and distribution of food through the wholesale level;
- (2) the prevention and control of fires caused by the effects of enemy attack in rural areas;
- (3) the protection of livestock, including poultry, and products therefrom, and crops against biological and chemical warfare;
- (4) the protection of agricultural resources from radioactive fallout.

Through such exercises as "operation alert", USDA personnel have participated in various phases of defense planning effort. A major objective is the development of "built-in readiness", integrating, insofar as feasible, defense planning as a part of our regular and continuing programs and activities.

In keeping with this concept, there is need to delineate defense planning and operational responsibility for the field as well as for national headquarters. The relationships to be established under these arrangements are essential to an effective discharge of continuing and delegated responsibilities, and for proper coordination with activities of other agencies -- Federal, State, and local.

Detailed operating procedures are contained in other documents, some of which are under security classification. However, this document is for use in assigning responsibilities and effecting operating arrangements incident to a preparedness program involving USDA functions.

Since revision or amendment may be necessary or desirable in the future, suggestions for improvement will receive consideration in the light of further experience.

In over-all perspective, it is designed to afford Department employees the uniform understanding needed for concerted planning and cooperative action.

June 13, 1960

A handwritten signature in dark ink, reading "True D. Merse". The signature is fluid and cursive, with the first name "True" and last name "Merse" clearly legible.

True D. Merse  
Acting Secretary

U. S. Department of Agriculture



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## Chapter One

### NATIONAL HEADQUARTERS RESPONSIBILITIES

#### I. Introduction

A basic consideration in USDA defense planning is the concept of "built-in readiness." This concept requires that emergency plans and preparedness programs be an integral part of the Department's regular and continuing activities.

Each agency of the Department, under the guidance of the USDA Defense Policy Committee, is responsible for preparation of emergency operational plans to meet civil and defense mobilization functions assigned to it. Through "built-in readiness," at all organizational levels, the mechanism is established whereby program emphasis can be directed, quickly and effectively, to food and agriculture problems that may arise under emergency conditions. Maximum delegation of authority and decentralization of operations is essential to effective performance, should circumstances warrant the activation of stand-by plans prepared in advance.

#### II. Policy and Direction

A. General Guidance. The Defense Policy Committee, under the chairmanship of the Under Secretary, is responsible for policy, leadership, and direction in developing USDA civil and defense mobilization plans relating to food and other agricultural activities.

B. Coordination. Liaison relationships with the Office of Civil and Defense Mobilization (OCDM), and coordination of USDA defense program planning, is assigned to the Food and Materials Division of the Commodity Stabilization Service (FMD-CSS).

C. Continuity Plans. The USDA Continuity Planning Committee, under general direction of the Administrative Assistant Secretary, is responsible for organization and administrative planning to assure continuation of essential functions of the Department under emergency conditions.

D. Field Liaison. Liaison with regional activities of OCDM and regional offices of other Federal agencies, is the responsibility of Regional Liaison Representatives (RLRs), who operate under the direction of national headquarters (FMD-CSS).

E. Objectives. Through these arrangements, the Department will (1) determine and assign responsibilities, (2) delegate appropriate authorities, and (3) prescribe field organization and procedures for administration, in an emergency, of USDA functions at State and local levels.

F. Reserved Functions. Certain field activities are reserved to national headquarters because, under emergency conditions, effective operation requires centralized direction. These activities include:

- Commodity Offices of the Commodity Stabilization Service;
- Area food distribution offices of the Agricultural Marketing Service;
- Major research laboratories and stations of the Agricultural Research Service, the Agricultural Marketing Service, and the Forest Service;
- National forest administration of the Forest Service.

G. Organizational Relationships. Organizational relationships for emergency planning and direction of Department programs, from national headquarters to the county level are depicted in Exhibit 1.

### III. General Functions

The scope and direction of defense planning for "built-in readiness" in USDA involves the major functions stated below.

A. Food Activities. Emergency plans for food resources and facilities involve primarily those functions of the Commodity Stabilization Service and the Agricultural Marketing Service which relate to the production and management of food, including the provision of non-food materials, equipment, supplies, and services, as outlined below.

1. Food production activities involve programs such as:

- a. Determining most effective use of agricultural production resources;
- b. Formulating production goals, and providing production assistance;
- c. Evaluating and reporting food production capabilities.

2. Food management activities involve programs such as:

- a. Programming and administering food procurement and storage activities;
- b. Administration of food allocations, and marketing and distribution programs;

c. Inspection and grading of agricultural commodities;

d. Assistance to food processing and distributing industries.

3. Other direct food activities which support food production and management programs involve:

a. Analyzing national food requirements and food supply, and other economic data essential to effective administration of the food program;

b. Reviewing and coordinating overall food allocations for approval of the Secretary;

c. Meeting, through appropriate representations, needs for non-food materials and services;

d. Analyzing and assessing war damage data.

B. Other Agricultural Activities. Also involved in the production and management of food and other agricultural commodities are those functions of agencies which would be essential in an emergency to assure the effective productivity of the agriculture economy and the management and distribution of commodities at a level to meet the food, fiber, and other agricultural requirements of the Nation. They include:

1. Pest and disease control on crops and animals, including defense against biological and chemical warfare on crops and animals;

2. Radiological monitoring and rehabilitation of agriculture facilities, soil, commodities, livestock, etc., subjected to radioactive fallout;

3. Emergency credit;

4. Rural fire protection and emergency timber production;

5. National forest administration;

6. Rural education and information programs;

7. Agricultural, and food and fiber research;

8. Other essential functions, contingent on the nature and severity of the emergency.

#### IV. Emergency Relocation

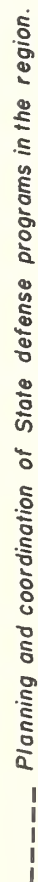
Should it become necessary to activate national headquarters of USDA



at an emergency relocation site or sites, only those persons specifically designated will exercise responsibilities for national direction and coordination of the Department's programs. These designees will proceed to locations away from Washington as predirected.

The major program agencies will have at the relocation headquarters only such limited numbers of administrative staff as are absolutely essential to facilitate the development of national program policy and guidance, and contribute to program implementation through appropriate organizational units in the field. Departmental staff services at the national relocation site will be under the general supervision and direction of the Administrative Assistant Secretary.

USDA ORGANIZATIONAL RELATIONSHIPS FOR EMERGENCY PLANNING  
AND DIRECTION OF DEPARTMENT PROGRAMS







## Chapter Two

### RESPONSIBILITIES OF USDA REGIONAL LIAISON REPRESENTATIVES

#### I. Establishment

A Regional Liaison Representative (RLR), appointed by the Secretary, is assigned on a full-time basis to each of the eight regional offices of OCDM. Although located at the OCDM regional office, the RLR and a secretary selected by him are USDA employees responsible to the Department and receive general direction and guidance through the Director of the Food and Materials Division, CSS. Each Regional Liaison Representative is assisted by a Deputy RLR designated by the Secretary, who, in the pre-emergency period, will serve in this capacity in addition to his regularly assigned duties.

Each of the Department's agencies having important emergency responsibilities will designate a Primary Agency Representative (PAR) and an alternate to serve as an advisor to the Regional Liaison Representative and assist him in carrying out his responsibilities. The alternate PAR will serve in the absence or incapacity of the primary agency representative. The agencies of the Department will keep the Director, Food and Materials Division (FMD), Commodity Stabilization Service (CSS), informed of all designations and any subsequent changes.

The pre-emergency planning activities of the Deputy RLRs, PARs and alternates, and their clerical and stenographic assistants, will be carried out as a part of regular and continuing program functions and responsibilities. In a defense alert or a civil defense emergency this work assignment will be full-time.

The Regional Liaison Representative, his secretary, and the Deputy RLR must have "Top Secret" security clearance. Others assigned for work at the regional level must be cleared for a minimum of "Secret." The line of succession to the Regional Liaison Representative, in an emergency, will be the Deputy RLR followed by members of his advisory group of USDA PARs, in the order designated by the RLR.

#### II. Pre-Emergency Defense Planning

A. Duties of the Regional Liaison Representative. National coordination and immediate supervision of these emergency planning activities will be provided by the Food and Materials Division, CSS. The USDA Regional Liaison Representative under general policy guidance and direction of the national headquarters, with the assistance of his advisory group, will be responsible for pre-emergency planning as follows:

1. Providing a channel for liaison between USDA and the OCDM Regional Directors, and between USDA and regional representatives of other departments and agencies;
2. Representing USDA on the Regional Civil and Defense Mobilization Board, with the Deputy RLR as his alternate;
3. Arranging for exchange of information among his advisory group of USDA agency representatives and keeping the USDA national headquarters informed of planning and other developments;
4. Developing plans for carrying out assigned regional responsibilities, coordinating and expediting the development of USDA defense planning at the State level and assisting in the development of stand-by orders and procedures;
5. Assembling basic data for damage assessment and other purposes;
6. Maintaining such operating plans, stand-by instructions, and other selected records as are essential for conduct of business;
7. Providing leadership to and training for the primary agency representatives (PARs) and utilizing their assistance as appropriate;
8. Responding to special requests from the OCDM Regional Director and performing other services consistent with assignments from USDA national headquarters;
9. Participating as required in test exercises at the regional level;
10. Developing public understanding of program objectives and "built-in readiness" through contacts with civic and industry groups, speaking engagements, and similar activities.

B. Communications and Facilities. The Regional Liaison Representative will report to and receive direction from the Director of FMD-CSS during the pre-emergency planning period. All communications by the USDA national headquarters and the RLRs will be channelled through FMD-CSS. When agencies of USDA communicate with their PAR on the RLR's advisory group regarding matters related to advisory group responsibilities, copies of such communications will be made available to the FMD-CSS so that the appropriate RLRs can be informed. USDA agencies will keep FMD-CSS informed on any defense planning developments in the field, whether or not the RLR or members of his advisory group are directly involved.

The RLRs will keep the FMD-CSS informed of significant developments

in the OCDM regions, and the FMD-CSS in turn will inform the USDA agencies at the national level.

The salary and travel costs of each Regional Liaison Representative and his secretary will be paid by USDA from funds made available by OCDM and provided through FMD-CSS.

OCDM regional offices will provide special equipment, space, supplies and services needed by each Regional Liaison Representative and his secretary. OCDM will also supply space, equipment, supplies, and services for the full staff of each RLR in test exercises or an emergency.

Defense costs incurred by members of the RLR's advisory group of USDA agency PARs and their stenographic and clerical assistants, other than the full-time secretary of the RLR, will be absorbed by the USDA agencies concerned.

### III. Defense Alert or Post-Attack

A. Duties of the Regional Liaison Representative. On determination of the Secretary, or declaration of a civil defense emergency, the duties and responsibilities of the Regional Liaison Representative will be as follows:

1. When communications with national headquarters are intact:

- a. Analyzing and appraising the immediate defense alert or post-attack situation;
- b. Providing general liaison between USDA and OCDM regional Director and USDA and regional representatives of other Federal departments and agencies;
- c. Making recommendations to USDA at national level and OCDM and other agencies at the regional level as to the appropriate actions to be taken;
- d. Representing USDA on the Regional Civil and Defense Mobilization Board, with the Deputy RLR as his alternate, and advising the OCDM regional director on matters of interest to USDA;
- e. Providing a channel of liaison and coordination between the OCDM and other Federal agencies at the regional level, and USDA State Administrators.

2. When communications with USDA national headquarters are

severed:

- a. Carrying out responsibilities outlined immediately above;
- b. Assuming responsibility for and giving full direction to all USDA emergency programs and activities in the region, except Commodity Offices (CSS), national forest administration (FS), research laboratories and stations (ARS-AMS-FS), and area food distribution offices (AMS), until such communications have been restored;
- c. Assisting in obtaining manpower, equipment, supplies, and services required to carry out USDA essential functions;
- d. Issuing stand-by emergency food orders determined to be essential under the existing conditions, unless action has been taken by USDA at the national level.

Note: If Department national headquarters officials, designated in a separate document, are in the vicinity of and report to OCDM regional headquarters at a time when communications with national headquarters are severed, such Departmental official will direct USDA activities at such regional headquarters.

B. Duties of the RLR Staff. On determination of the Secretary, or declaration of a civil defense emergency, the Deputy RLR, PARs and clerical and stenographic assistants will report to the OCDM regional headquarters for duty on the staff of the Regional Liaison Representative. When communications with USDA national headquarters are severed, the PARs will assume responsibility for and give technical and administrative direction to the respective agency programs in the region, under the general direction of the RLR.



## Chapter Three

### RESPONSIBILITIES OF USDA STATE EMERGENCY PLANNING COMMITTEES

#### I. Establishment

A USDA State Emergency Planning Committee will be established in each State, with one office for Puerto Rico and Virgin Islands, following designation by the Secretary of a Chairman. Other members of the committee will be designated by the heads of the respective agencies having important defense responsibilities in the State. Ordinarily, the agency designees will be the agency officials who direct agency programs at the State level, and who will represent the agency in a similar capacity in an emergency. The Chairman, in consultation with the members of the committee, will designate from the group a Deputy Chairman. These defense planning assignments will be carried out as a part of regular and continuing program functions.

#### II. Pre-Emergency Defense Planning

A. Direction and Planning Duties. The USDA State Emergency Planning Committee, under general policy guidance and direction of the national headquarters, will be responsible for pre-attack defense planning as defined below. National coordination and immediate supervision of these planning activities will be provided by the Food and Materials Division, Commodity Stabilization Service. The head of each USDA activity in the State will receive his technical program direction through the normal agency chain of command. The committee's defense planning responsibilities will include:

1. Development of the stand-by organization, operating plans, and staffing for a USDA State office, including essential records and training of staff and support personnel;
2. Liaison and effective working relationships with the Regional Liaison Representative, State defense organizations, and other appropriate agencies or officials at the State level;
3. Carrying out the coordination and direction of the mission of the several Department agencies in the State;
4. Policy guidance and direction to USDA County Emergency Planning Committees within the State in carrying out their emergency planning responsibilities;
5. Documenting individual responsibilities and delegations of

authority;

6. Locating and equipping an emergency State Office (see 1 AR 674).

B. Organizational Relationships. Prototype organization structure for the USDA State Emergency Planning Committee is depicted in Exhibit 2.

### III. Defense Alert or Post Attack

A. Duties of USDA State Administrator. On determination of the Secretary or the declaration of a civil defense emergency, the stand-by USDA State emergency organization will be activated. At such time all administrative and program activities at the State level will be integrated under direction of a USDA State Administrator (formerly chairman of the USDA State Emergency Planning Committee). The formerly designated program agency representatives on the Committee, and all other designated emergency staff personnel will report for duty as promptly as possible to the USDA State Office emergency location.

The USDA State Administrator will be responsible directly to the USDA national headquarters for the direction of all USDA program activities in the State, except Commodity Offices (CSS), national forest administration (FS), research laboratories and stations (ARS-AMS-FS), and area food distribution offices (AMS). He will serve as claimant for manpower, equipment, supplies, and services required to carry out USDA essential functions. Technical program direction will follow normal agency channels.

In a post-attack situation, if communications are severed with the USDA national headquarters, the State Administrator will be under general direction of the Regional Liaison Representative. If cut off from both the national headquarters and the RLR, he will be responsible, under stand-by delegated authority, for direction of all USDA programs in the State, except as provided above, until communications are re-established.

NOTE: If Department national headquarters officials, designated in a separate document, are in the vicinity of and report to the State Administrator at a time when communications with national headquarters are severed, such official will direct the activities of the State office and will maintain appropriate liaison with the RLR if communications are intact.

### IV. Responsibilities of USDA Agencies

Department agencies are assigned responsibilities in the functional areas identified below. Planning activities and program operations will be carried out under the policy guidance and direction of the USDA

State Emergency Planning Committee during the planning phase (see Item II above) or the USDA State Administrator during a period of defense alert or post-attack (see item III above).

A. Food Production. The Assistant Secretary for Agricultural Stabilization will designate the official at the State level responsible for developing stand-by plans for, and carrying out in an emergency, the food production functions, under applicable delegation and in accordance with policy direction, including:

1. Providing current information on the State's production status and potential;
2. Establishing county production goals and working with USDA County Emergency Planning Committees to achieve such goals through all appropriate means, including incentives;
3. Assessing damage, developing and implementing programs to restore or establish necessary food production;
4. Providing for programs involving salvage operations of food on farms and directing these materials into appropriate channels for conservation or use;
5. Administering food orders and other similar regulations affecting the production of food;
6. Administering the distribution of new farm machinery and equipment and commercial fertilizer;
7. Assisting in obtaining manpower, equipment, supplies and services required in farming operations;
8. Carrying out other assigned food production functions.

B. Food Management. The Assistant Secretary for Marketing and Foreign Agriculture will designate the official at the State level responsible for developing stand-by plans for, and carrying out in an emergency, the food management functions, under applicable delegation and in accordance with policy direction, including:

1. Assessing damage, developing and implementing programs to restore or establish necessary food processing, storage, and distribution facilities;
2. Providing for programs involving salvage operations of food at and above the wholesale level (except on farms) and directing these



materials into appropriate channels for conservation or use;

3. Administering food orders and other similar regulations affecting the processing of food, its storage and distribution at and above the wholesale level;
4. Procuring or releasing food in accordance with emergency requirements;
5. Providing for inspection to insure the purity and wholesomeness of poultry and poultry products in processing plants subject to inspection by the Agricultural Marketing Service and of agricultural commodities and products owned by the USDA or the Commodity Credit Corporation;
6. Grading and classing of agricultural commodities;
7. Market news information on agricultural commodities and products;
8. Administering marketing regulatory programs such as the Packers and Stockyards Act, the U. S. Warehouse Act, and the Perishable Agricultural Commodities Act, the U. S. Grain Standards Act, and similar programs;
9. Assisting in obtaining manpower, equipment, supplies, services and credit required in food processing and distribution;
10. Carrying out other assigned food management functions.

C. Information and Education. The Cooperative Extension Service, under applicable delegation and in accordance with policy direction, will be responsible for informational and educational phases of the USDA defense programs, and will formulate State-wide plans for and direct the dissemination of information essential to producers, processors, distributors and the public. In carrying out this assignment, it will:

1. Disseminate to farmers and the food industry information concerning their role in an emergency and work with local governments and with farm communities to reduce the vulnerability of homes, crops and livestock to either covert or overt attack;
2. Inform local communities in an emergency period, concerning the food supply situation, the effects of radiological fallout, needed production adjustments, matters pertaining to non-food requisites, and other areas of the Department's defense responsibilities;



3. Maintain close working relationships with civic organizations and other local groups including press, radio, and television media to obtain understanding and support of the Department's defense programs;
4. Provide informational and educational services essential to carrying out the Department's emergency programs within the State, incidental to defense planning or during a period of defense alert or post-attack;
5. Collaborate in Rural Civil Defense Program to the extent that USDA participation is warranted and time and workload permit.

D. Emergency Credit. The Farmers Home Administration, under applicable delegation and in accordance with policy direction, will be responsible for credit programs (other than commodity loans), and will formulate and direct State-wide plans and procedures for financing agricultural production under emergency conditions, through:

1. Loans for crop and livestock production;
2. Loans or grants for salvage of crops and livestock or construction and repair of farm homestead and production facilities.

E. Protection of Crops and Livestock, and Meat Inspection. The Agricultural Research Service, under applicable delegation and in accordance with policy direction, will be responsible for, and will formulate and direct within the State the following programs relating to protection of crops and livestock and meat inspection:

1. Technical guidance to State and local authorities, in carrying out of measures concerning:
  - a. Diagnosis and strengthening of defensive barriers and control or eradication of diseases, pests, or chemicals introduced as agents of biological or chemical warfare against animals, crops or products thereof;
  - b. Animal disease control;
  - c. Plant pest and disease control;
  - d. Enforcement of quarantines.
2. Safety and wholesomeness of meat and meat products in slaughtering and processing plants subject to ARS inspection.

3. Providing information and advice concerning the non-food requisites needed for carrying out the foregoing programs.

F. Radiological Monitoring. Under applicable delegation of authority and in accordance with policy direction, stand-by plans will be developed for a monitoring system on radioactive fallout, as follows:

1. Agricultural Research Service - The radiological monitoring of agricultural commodities in meat slaughtering and processing plants and stockyards subject to Agricultural Research Service inspection;
2. Agricultural Marketing Service - The radiological monitoring of poultry processing plants subject to Agricultural Marketing Service inspection and agricultural commodities owned by Commodity Credit Corporation or USDA except those stored on farms, ranches or at bin sites;
3. Soil Conservation Service - The radiological monitoring of agricultural lands and waters, livestock safety, and of farm commodities stored or harvestable on farms, ranches, or at bin sites;
4. Forest Service - The radiological monitoring of all lands within national forest boundaries and all state and privately owned forest and range land protected by the Forest Service under cooperative agreement.

G. Rural Fire Defense and Timber Resources. The Forest Service, under applicable delegation and in accordance with policy direction, will, in cooperation with local, State and Federal agencies, develop stand-by plans for, and coordinate and direct programs relating to:

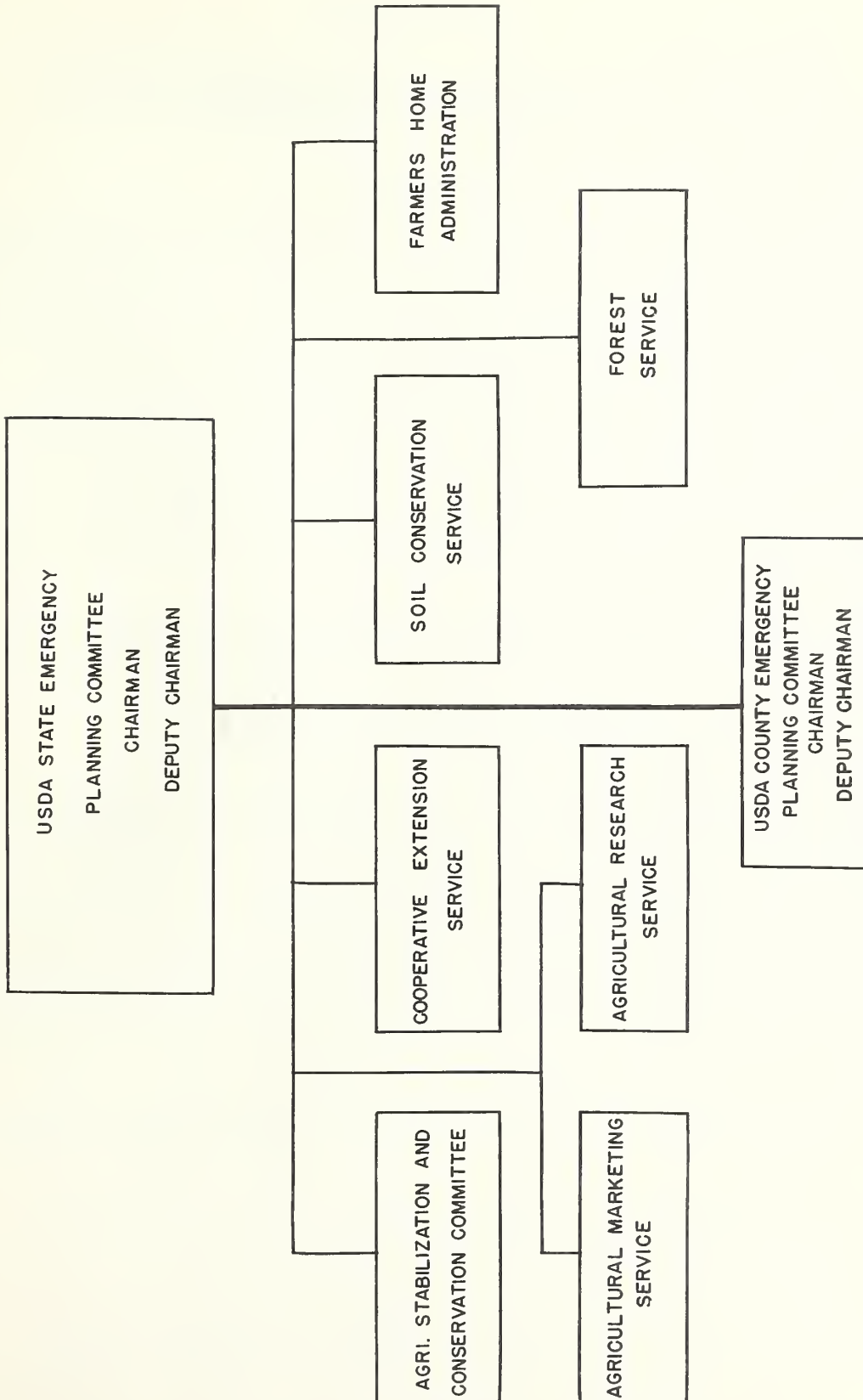
1. Prevention and control of fires caused by the effect of enemy attack in rural areas;
2. Emergency production and availability of timber and timber products;
3. Providing information and advice concerning the non-food requisites needed for carrying out rural fire defense.

H. Appraisal of Land Capability. The Soil Conservation Service, under applicable delegation and in accordance with policy direction, will formulate plans for and direct a program of technical guidance and assistance on matters relating to land use and adjustments, and the availability and use of soil and water resources under emergency conditions.

I. Crop and Livestock Estimates. The Agricultural Marketing Service, under applicable delegation and in accordance with policy direction, will develop stand-by plans and carry out a program of crop and livestock estimates under emergency conditions.

IV

STATE PROTOTYPE ORGANIZATION STRUCTURE



*Note: The technical direction of programs follows regular agency channels.*



## Chapter Four

### RESPONSIBILITIES OF USDA COUNTY EMERGENCY PLANNING COMMITTEES

#### I. Establishment

A USDA County Emergency Planning Committee will be established in each county following designation of a Chairman by the Chairman of the USDA State Emergency Planning Committee, in consultation with members of his committee. The selection shall be made from among agency officials directing agency programs in the county. Other members of the committee will be designated by the heads of the respective agencies having important defense responsibilities in the county. In most cases, such designees will be the agency officials directing agency programs at the county level, and who would represent the agency in a similar capacity in an emergency. The County Chairman, in consultation with the members of the committee, will designate from the group a Deputy Chairman.

These defense planning assignments will be carried out as a part of regular and continuing program functions and responsibilities.

#### II. Pre-emergency Defense Planning

A. Direction and Planning Duties. The USDA County Emergency Planning Committee will be responsible for pre-emergency defense planning under the general guidance of the Chairman of the USDA State Emergency Planning Committee. However, the head of each USDA activity in the county will receive his technical program direction through the normal agency chain of command. The Committee will develop stand-by organization plans for a USDA County Defense Board to be activated in an emergency upon determination of the Secretary or the declaration of a civil defense emergency, and will also:

1. Prepare program operating plans, procedures, etc., consistent with plans and instructions from the Chairman of the USDA State Emergency Planning Committee;
2. Designate and train key staff and supporting personnel;
3. Document individual responsibilities and delegations of authority;
4. Designate and equip an office within the county for carrying on emergency activities;
5. Select and file essential records at the location designated for



emergency use;

6. Establish liaison and effective working relationships between local USDA programs, with the USDA State Defense Planning Committee, with county defense organizations, and with other appropriate agencies at the county level.

B. Organizational Relationships. Prototype organization structure for the USDA County Emergency Planning Committee is depicted in Exhibit 3.

### III. Defense Alert or Post-Attack

A. Duties of USDA County Agriculture Defense Board. On determination of the Secretary or the declaration of a civil defense emergency, the USDA County Emergency Planning Committee will become the USDA County Agriculture Defense Board and assume direction of all USDA programs in the county, other than Commodity Offices (CSS), national forest administration (FS), research laboratories and stations (ARS-AMS-FS), and area food distribution offices (AMS). When established, the Board through its Chairman will be responsible directly to the USDA State Administrator and will act in a coordinating capacity with respect to emergency assignments, with regular program direction following normal agency channels.

In a post-attack situation, if communications are severed with the USDA State Administrator, the Board will be under the general policy guidance and direction of the Regional Liaison Representative. If communications are cut off from both the USDA State Administrator and the Regional Liaison Representative, the Chairman of the County Agriculture Defense Board will have full operating authority to direct all Department program operations in the county (except as noted above); any Board members who are available during such a period will serve only in an advisory capacity. Upon re-establishment of communications with the State Administrator, or the Regional Liaison Representative, the Board will resume its regular authority and normal coordinating functions.

### IV. Responsibilities of USDA Agencies

Department agencies are assigned responsibilities in the functional areas identified below. Planning activities and program operations will be carried out under the policy guidance and direction of the USDA County Emergency Planning Committee (see item II above) or the USDA County Defense Board (see item III above).

A. Food Production. The Agricultural Stabilization and Conservation Committee, under applicable delegation and in accordance with policy

direction, will develop stand-by plans and, in an emergency, will carry out food production operations including:

1. Providing current information on the county's production status and potential;
2. Working with producers in the county to achieve established goals through all appropriate means, including incentives;
3. Assessing damage, developing and implementing programs to restore or establish necessary food production;
4. Conducting programs involving salvage operations of food on farms and taking necessary steps to place these materials into appropriate channels for conservation or use;
5. Administering food orders and other similar regulations affecting the production of food;
6. Administering the distribution of new farm machinery and equipment and commercial fertilizer;
7. Assisting in obtaining manpower, equipment, supplies and services required in farming operations;
8. Carrying out other assigned food production functions.

B. Food Management. The Agricultural Stabilization and Conservation Committee, under applicable delegation and in accordance with policy direction, will carry out food management operations including:

1. Assessing damage, developing and implementing programs to restore or establish necessary food processing, storage, and distribution facilities;
2. Conducting programs involving salvage operations of food at and above the wholesale level (except on farms) and taking necessary steps to place such materials into appropriate channels for conservation or use;
3. Administering food orders and other similar regulations affecting the processing of food, its storage and distribution at and above the wholesale level;
4. Procuring or releasing food according to a pre-arranged plan or in accordance with emergency requirements;

5. Arranging for determination that foodstuffs, the purity and wholesomeness of which is the responsibility of the Department, are fit for human consumption;
6. Assisting in obtaining manpower, equipment, supplies, services, and credit required in food processing and distribution;
7. Carrying out other assigned food management functions.

C. Information and Education. The Cooperative Extension Service, under applicable delegation and in accordance with policy direction, will be responsible for informational and educational phases of USDA defense programs in the county and will formulate plans for and direct the dissemination of information essential to producers, processors, distributors, and the public. In carrying out this assignment it will:

1. Disseminate to farmers and the food industry information concerning their role in an emergency, and work with local governments and with farm communities to reduce the vulnerability of homes, crops and livestock to either covert or overt attack;
2. Inform local communities, in an emergency period, concerning the food supply situation, the effects of radiological fallout, needed production adjustments, matters pertaining to non-food requisites, and other areas of the Department's defense responsibilities;
3. Maintain close working relationships with civic organizations and other local groups including press, radio, and television media to obtain understanding and support of the Department's defense programs;
4. Provide informational and educational services essential to carrying out the Department's emergency programs in the county, incidental to defense planning or during a period of defense alert or post-attack;
5. Collaborate in Rural Civil Defense Program to the extent that USDA participation is warranted and time and workload permits.

D. Emergency Credit. The Farmers Home Administration, under applicable delegation and in accordance with policy direction, will develop stand-by plans for financing agricultural production under emergency conditions, and be prepared to carry them out through:

1. Loans for crop and livestock production;
2. Loans or grants for salvage of crops and livestock or construction and repair of farm homestead and production facilities.



E. Radiological Monitoring. Agency representatives within the county, under applicable delegation and in accordance with policy direction, will develop stand-by plans and in an emergency carry out a monitoring system on radioactive fallout as follows:

1. Agricultural Research Service - Radiological monitoring of meat slaughtering and processing plants and stockyards subject to ARS inspection;
2. Agricultural Marketing Service - Radiological monitoring of poultry processing plants subject to AMS inspection and agricultural commodities owned by CCC or USDA except those stored on farms, ranches or bin sites;
3. Soil Conservation Service - Radiological monitoring of agricultural lands and waters, livestock safety, and of farm commodities stored or harvestable on farms, ranches, or at bin sites;
4. Forest Service - Radiological monitoring of all lands within national forest boundaries and all state and privately owned forest and range land protected by the Forest Service under cooperative agreement.

F. Appraisal of Land Capability. The Soil Conservation Service, under applicable delegation and in accordance with policy direction, will formulate plans and direct within the county a program of technical guidance and assistance on matters relating to land use and adjustment, and the availability and use of soil and water under emergency conditions.

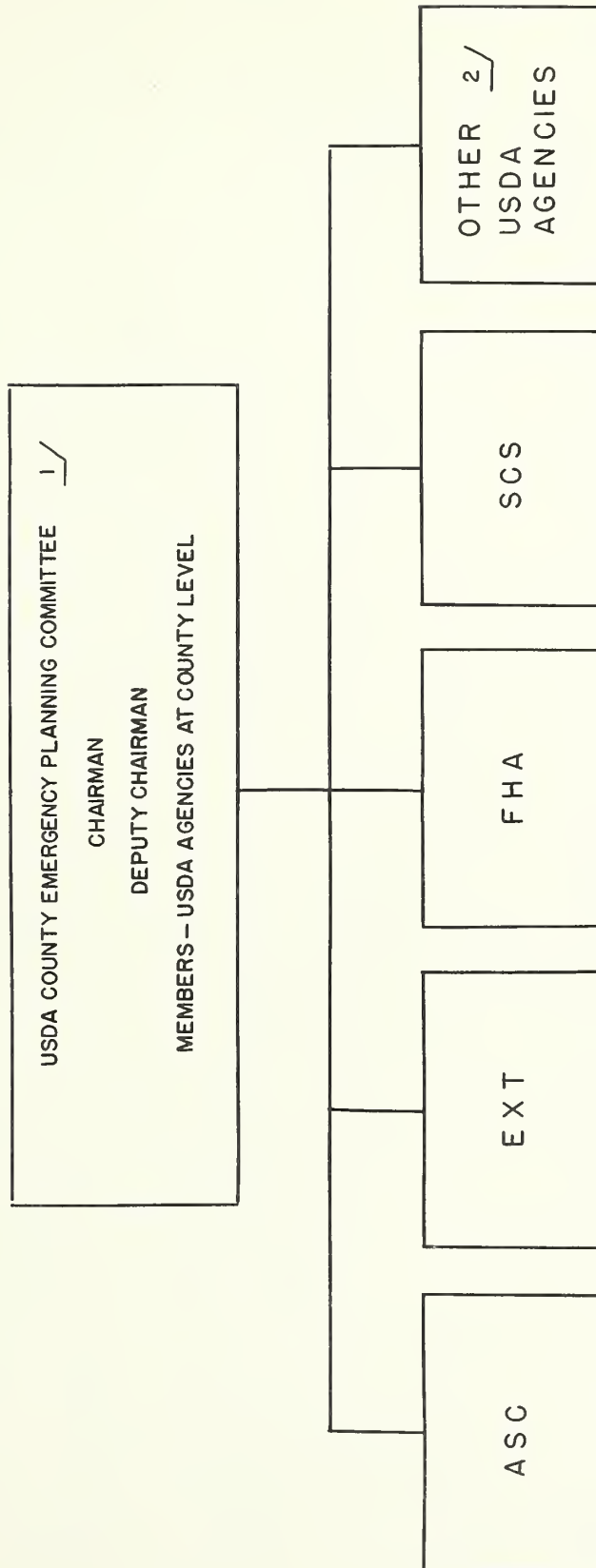
G. Other USDA Offices. It is recognized that the Department does have other important responsibilities carried out in many counties, such as inspection, control, and regulatory services of the Agricultural Marketing Service and Agricultural Research Service, and programs of the Forest Service. Although the activities of these agencies are normally not administered on a county basis, it is important that there be maintained a close working relationship between these offices and the USDA County Emergency Planning Committee. It is also desirable that these local officials be kept informed by their agency representatives on the USDA State Emergency Planning Committee of planning at the State or county level affecting their programs.

In the event of a defense alert or following an attack, these local officials would report to and receive direction from the USDA State Administrator through the existing agency line of command. In the event communications were disrupted between the State Administrator and such officials, they would consult with and receive direction from the Chairman of the USDA County Defense Board until such time as the State Administrator resumes control.



# V

## COUNTY PROTOTYPE ORGANIZATION STRUCTURE



1/ Becomes USDA County Defense Board upon determination by the Secretary or the declaration of a civil defense emergency

2/ Where local needs warrant, as determined by the respective agencies





